Welcome!



Institute for Community Health Program Planning (iCHPP)

Developed by the PLANET MassCONECT Team. Funded by NCI (Grant # 5 R01 CA132651-04).







The Assessing and Maximizing your Organizational Partnerships (AMP) Tool

January 27, 2012 Boston, MA



Step 1: Review Data

Step 2: Finding Partners

Step 3: Explore Approaches

Step 4a: Choose a Program

Step 4b: Customize and Localize

A stepped approach

Iterative process of finding partners: Experiences from the field

- Goal: Provide a program on nutrition education for breast cancer survivors in Boston
- Challenge: EBPs were unavailable for this combination of health topic / target audience
- Solution: Find an EBP that targets the health topic among similar women, work with an expert to customize
- Impact on partnering: Need a subject matter expert for program adaptation, but in a different area than expected

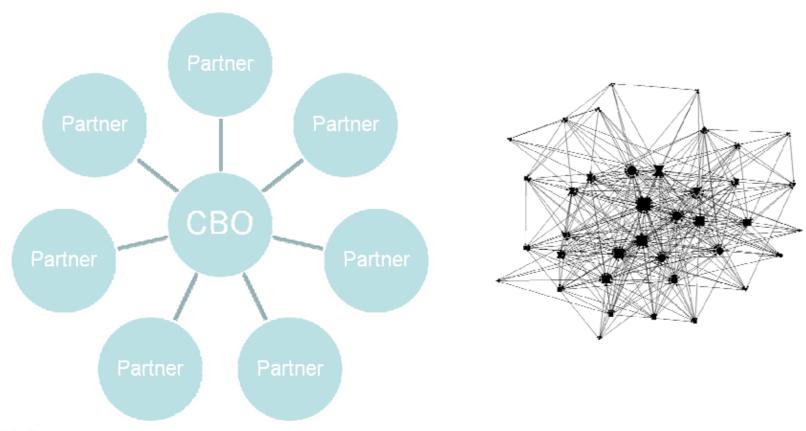


The networked nonprofit



Traditional model

A new model





Concepts from : Wei-Skillern, J., and Marciano, S. (2008) The Networked Nonprofit. Stanford Social Innovation Review.

Quick poll



Benefits of using the AMP Tool

- Objectively collect information about partnerships that can be reported out to funders, collaborators, etc.
- Move beyond assessing quantity of partnerships to assess strength, efficiency, strategy, and depth of partnerships
- Conduct strategic planning around internal goals





Features of the tool

- 4-step process for assessing interorganizational partnerships
- Customizable based on organization goals
 - For planning around a specific project (including grant-writing)
 - For strategic / long-term planning



Four-step process

- 1. Define goal
- 2. Create a partnership snapshot
- 3. Analyze the partnership snapshot
- 4. Develop an action plan to address gaps and strengthen important partnerships





Step 1: Define goal

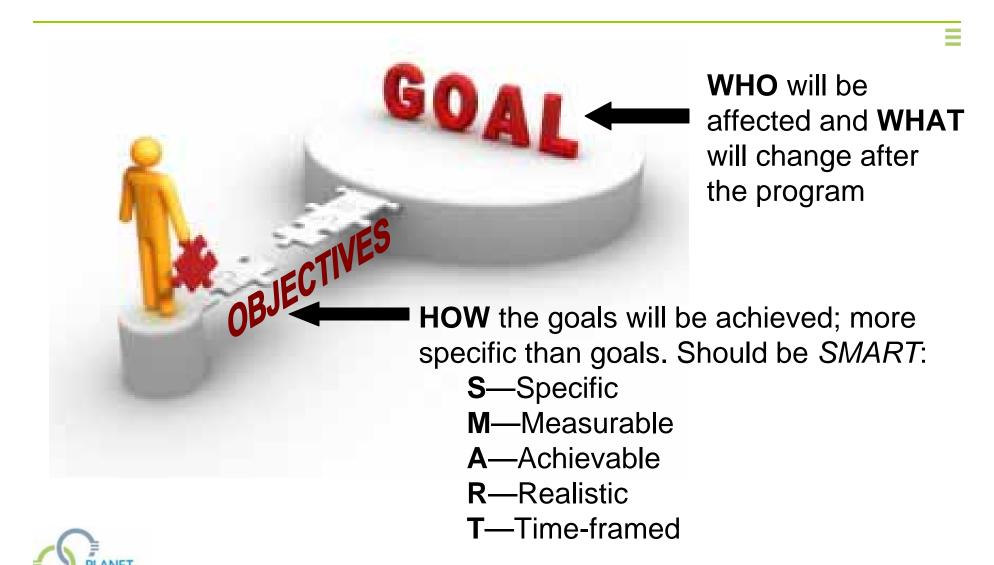
Identify an organizational goal you want to achieve using partnerships

- Example for a family shelter in the greater Boston area
 - Organizational Goal: Enhance nutrition services for homeless families in the Greater Boston area





Goals and objectives



Step 2: Create a partnership snapshot

 This grid pulls together information to provide a picture of how your current partners do or can support you in reaching your goal



Step 2A

A. Thinking about your goal, list all of your current partners that could help you reach this goal under the "Partner Organizations" column. Depending on your organization and your identified goal, you may need to include more / fewer partners.

Partner Organizations						Type of Organization
Family Shelter, Inc.Name:						
State Department of Children						
CityN@@imunity Health Center						
Me Nopul itan Food Bank						
Local Puriversity Department of Nutrition						

Step 2B

B. Review the partnership benefits that are provided in each of the columns. You should customize the partnership benefits listed in each column so that they fit with your specified goal. Drop, add, and modify the initial list as needed.

Partner Organizations	Share funding, materials, space, staff, etc.	Share access to people you want to reach	Share info. re: programs or services	Share info re: funding	Collaborate for funding	Help promote events	Provide connections to other organizations	Other Benefit: Program Evaluation	Other Benefit: Nutrition Classes/ Education	Type of Organization
Family Shelter, Inc.										
State Department of Children										
City Community Health Center										
Metropolitan Food Bank										
Local University Department of Nutrition										

- Youth-serving social services organization
- Goal: extend work from diabetes management to prevention among Latino youth in Houston

Partnership benefits:

Examples from the field

- Needed
 - Access to non-diagnosed youth in the neighborhood
 - Assistance adapting the selected EBP
 - Assistance in creating the evaluation plan



Step 2C

C. For each partner organization, identify what benefits you currently or could receive based on the functions listed in each of the columns. Identify benefits you are currently able to receive from the partnership with a check mark. Identify potential benefits with a star.

Partnership L	Popofite	_
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Partner Organizations	Share funding, materials, space, staff, etc.	Share access to people you want to reach	Share info. re: programs or services	Share info re: funding	Collaborate for funding	Help promote events	Provide connections to other organizations	Other Benefit: Program Evaluation	Other Benefit: Nutrition Classes / Education	Type of Organization
Family Shelter, Inc.	N	N	V	\Rightarrow	$\not \searrow$	\Rightarrow				
State Department of Children		N	\swarrow		N	\bigstar		N		
City Community Health Center	\Rightarrow	8			\Rightarrow	\Rightarrow			\Rightarrow	
Metropolitan Food Bank										
Local University Department of Nutrition								\Rightarrow	\Rightarrow	

Key: Current benefit of partnership

Step 2D

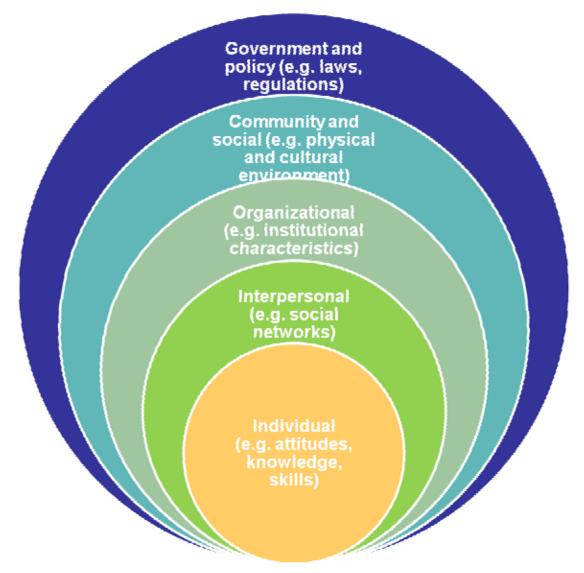
D. For each partner, note in the last column the type of organization the partner falls under. The categories you use to define the type of organization will depend on your specific goal, e.g. type of organization or the sector to which the organization belongs.

Partnership Benefits -	_
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Partner Organizations	Share funding, materials, space, staff, etc.	Share access to people you want to reach	Share info. re: programs or services	Share info re: funding	Collaborate for funding	Help promote events	Provide connections to other organizations	Other Benefit: Program Evaluation	Other Benefit: Nutrition Classes / Education	Type of Organization
Family Shelter, Inc.	Ŋ	V	V	\Rightarrow	$\stackrel{\textstyle \wedge}{\searrow}$	\Rightarrow				Homeless Services Focused
State Department of Children		V	\Rightarrow		\searrow	\Rightarrow		\searrow		Family Services Focused
City Community Health Center	\Rightarrow	V			\Rightarrow	\Rightarrow			\Rightarrow	Health Care Focused
Metropolitan Food Bank										Nutrition Focused
Local University Department of Nutrition								\Rightarrow	\Rightarrow	Nutrition Focused

Key: Current benefit of partnership

Social ecological model



Adapted from: McLeroy, K.R., et al., *An Ecological Perspective on Health Promotion Programs.* Health Education Quarterly, 1988. **15**(4): p. 351-377.

Step 3: Analyze your snapshot

- Overall Snapshot: Scan across the rows and columns to determine where
 you have gaps in the benefits you need to reach your goal.
 - Strengths
 - Gaps / Areas for Improvement?
- Columns: Benefit-by-benefit analysis of what your current partners are doing / can bring to the table.
- Rows: Partner-by-partner assessment to see what a given partner brings to the table for your identified goal.
- Additional areas:
 - How diverse are your partners, in terms of level of expertise with a given subject or influence and reach in the community?
 - Is communication two-way between you and a given partner? Is this a point of intervention?



Step 3: Analyz Step 3C: No current benefits are noted, however, several potential benefits are. The action plan might focus on how to nurture potential opportunities through Step 3B: Appears to be a benefit area with no current support from partners Step 3Ç Step 3B: Current partnerships 3D: It appears that there is some benefits seem to be fulfilling this benefit. May ind ity related to partner ganizations' focus areas. Is this the both ac opportunities for growth, to achie level of diversity needed to achieve the some gaps related to ach goal? Who is missing? Is there the specified goal. overlap or duplication?

tnership

Step 3C: No current or potential

Step 3B: No partners were identified as currently or potentially providing this benefit. Is this benefit important to the goal? If 'yes', can it be achieved through current partners? Or should new partners be identified who can provide this benefit?

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Parties Organizations	Share funding, materials, space, staff, etc.	Share access to people you want to reach	Share info. re: programs or services	Share infore: funding	Collaborate for funding	promote premis	Provide connections to other organizations	Other Bengli: Program Evaluation	Other Bough: Nutrition Classes / Rénocation	Type of Organization
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State Department of Children		V	*		V	\Rightarrow				Femily Services Focused
City Community Health Center		V			\Rightarrow	\Rightarrow				Figurith Care Focused.
Metropolitan FoodBank										Nutrition Focused
Local University Department of Nutrition								\Rightarrow		Nutrition Focused

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Step 3: Analysis interpretation

 Overall snapshot: fair amount of current partnership benefits, areas for growth, and some gaps

Sample notes:

- 'Help promote events' has little current support from partners but significant potential.
- Multiple current benefits are noted for Family Shelter, Inc, suggesting an active and strong partner.
- No current benefits are noted for Local University Department of Nutrition, however, there are several potential benefits.





Step 4: Develop an action plan

- An action plan will help you to address gaps and strengthen important partnerships
- Translate findings into practical application
- Action items are focused on relationships that relate to the goal specified at the beginning of the exercise



Other considerations

- Not part of the worksheet, but key to developing the action plan
 - What are the costs, obligations, and responsibilities linked with the partners listed?
 - How will inclusion / exclusion affect long-term relationships?
 - If there is an imbalance in costs vs. benefits for one organization, can it be corrected later?
 - What are current levels of trust? Working styles?



Steps 3 and 4: Linking analysis notes and action items

- 'Help promote events' appears to be a benefit area with little current support from partners but significant potential. How might potential efforts be supported?
 - Continue to invest in maintaining a strong relationship with Family Shelter, Inc. This may include the continuation of regular meetings, joint programming, and sustaining opportunities for information and resource sharing.
- Multiple current benefits are noted for Family Shelter, Inc. This may indicate a partner that is both active and strong in helping to achieve the identified goal.
 - Improve relationship with Local University Department of Nutrition to get assistance with program evaluation and developing nutrition classes. This may include tapping into existing relationships with Local University staff, initiating or participating in a Community-Based Research Project, etc.





Step 4: Action items

- Continue to invest in maintaining a strong relationship with Family Shelter, Inc. This may include the continuation of regular meetings, joint programming, and sustaining opportunities for information and resource sharing.
- Improve relationship with Local University Department of Nutrition to get assistance with program evaluation and developing nutrition classes. This may include tapping into existing relationships with Local University staff, initiating or participating in a Community-Based Research Project, etc.
- ...
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Results of planning: Experience from the field

- After-school diabetes prevention program in North Carolina
- Targeted recruitment of partners
 - Culturally appropriate menus (chefs-in-training)
 - Track materials for site (tire recycling company)
 - Political connections to change contracts with vendors for food in after-school settings





What's next?

- Final PLANET MassCONECT mini-grant opportunities coming soon
- Final training coming up soon please refer your colleagues
- Stay tuned for information on our next networking lunch
- Visit <u>www.planetmassconect.org</u> regularly for updates, discussions with colleagues, and more!

